

## More Frequently Asked Questions

**How do these activities relate to the ERP RFP?** The business process improvement plan reflects how Cook County would like to perform specific business processes, and it is used to produce the Requirement Specifications that go into the ERP Request for Proposal (RFP), and to improve the vendor selection process.

**Can ERP return-on-investment be measured?** The baseline that is established as a result of the blueprinting study will allow ERP return-on-investment to be measured as business process improvements are implemented manually and/or via the ERP system.

**Who are the ERP Project Sponsors?** The Countywide ERP Project has three project sponsors:  
(1) Tariq Malhance, CFO/Bureau of Finance; (2) Maureen O'Donnell, Bureau Chief/Human Resources Department, and (3) Greg Wass, CIO/Bureau of Technology.

**How will information about the ERP project be regularly communicated?**  
In addition to the ERP Advisory Board, the ERP Center of Excellence will have a collaborative project system that will allow agencies to obtain current information about ERP project activities. Prior to the implementation of the system you may contact Valerie Holden, ERP Project Director, with questions or concerns related to Countywide ERP Project. Valerie can be reached at: [Valerie.holden@cookcountyil.gov](mailto:Valerie.holden@cookcountyil.gov) or 312/603-1404.

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## First Annual Enterprise Resource Planning (ERP) Executive Briefing

March 15, 2012

Time	Meeting Agenda	Presenter
10:00 a.m.	Opening Remarks	Cook County - Office of the President
	Update on Cook County ERP Project	Valerie Holden, ERP Project Director Cook County – ERP Center of Excellence  Greg Wass, Chief Information Officer Cook County-Bureau of Technology <sup>1</sup>  Maureen O'Donnell, Human Resources Cook County – Human Resources Department  Takashi Reinbold, Comptroller Cook County-Office of the Comptroller  LaVerne Hall, Compliance Officer Cook County – Compliance Department  Lourdes Coss, Procurement Officer Cook County – Purchasing Department
	What is an ERP Project	Anne Kinney, Research & Consulting Director Government Finance Officers Association (GFOA) <sup>2</sup>
	Keynote Address: The Chicago Public School System's ERP Success Story	Prasad Nettem, Director Enterprise Financial Systems Information & Technology Services Chicago Public Schools
	Question and Answer Period	
	Panel Discussion: ERP Critical Success Factors	Aaron Hood, ERP Project Director City of Indianapolis/Marion County, Indiana  Kevin Reilly, Chief Information Officer Eby Brown Co., LLC  Greg Wass, Chief Information Officer Cook County – Bureau of Technology
	Panel Discussion: Strategies to Increase ERP Return-on-Investment	Rob Roque, Senior Manager Government Finance Officers Association (GFOA)  Craig Lesner, Chief Financial Officer Village of Oak Park  Prasad Nettem, Director Chicago Public Schools
	Next Steps in the Countywide ERP Project	Valerie Holden, Project Director ERP Center of Excellence
	Question and Answer Period	
11:50 p.m.	Wrap Up	Anne Kinney, Research & Consulting Director Government Finance Officers Association

## Frequently Asked Questions

**What is the purpose of the ERP Center of Excellence?** The Center of Excellence will focus on developing depth of knowledge related to specific financial, human resource, purchasing and supply chain business processes in order to facilitate the successful implementation of the core ERP system. It will also focus on understanding the cross-functionality of the business processes, to ensure a clear understanding of the benefits and tradeoffs related to enabling new system features or adopting new releases of the software, etc.. It will also focus on creating 'value-chains' e.g. quality work products that can be used over the life of the project to enhance business process improvement, organizational change management, system training, proficiency testing, configuration management, return-on-investment, etc.

**What type of project is an ERP project?** An ERP project is a behemoth business transformation project! ERP investments can be maximized by aligning business processes with best practices. For this reason, extensive cross-functional collaboration (i.e. collaboration across Cook County agencies) is necessary to standardize business processes around best practices. The business nature of the ERP project supports why it is organizationally situated under the Cook County Bureau of Finance.

**What is the purpose of conducting the ERP blueprinting study prior to issuing the RFP?** The blueprinting study allows Cook County to identify how they currently perform specific business processes. The 'current-state' business processes are then compared to best practices, with the help of GFOA, to determine how they could be improved. Recommendations are summarized in a document known as the 'business process improvement plan' and the projected operational and financial benefits associated with the business process improvements are identified, allowing them to be more effectively prioritized.

**What is organizational change management?** The changes to business processes may impact department policies and procedures, ordinances, and job responsibilities, and result in organizational changes. With the help of the departments, the changes can be 'managed' to ensure that their benefits are clearly communicated and that an effective support structure is developed to ease adoption, e.g. hands-on training, focus group meetings, etc..

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